

REGIONAL Vision

Southern California Association of Governments

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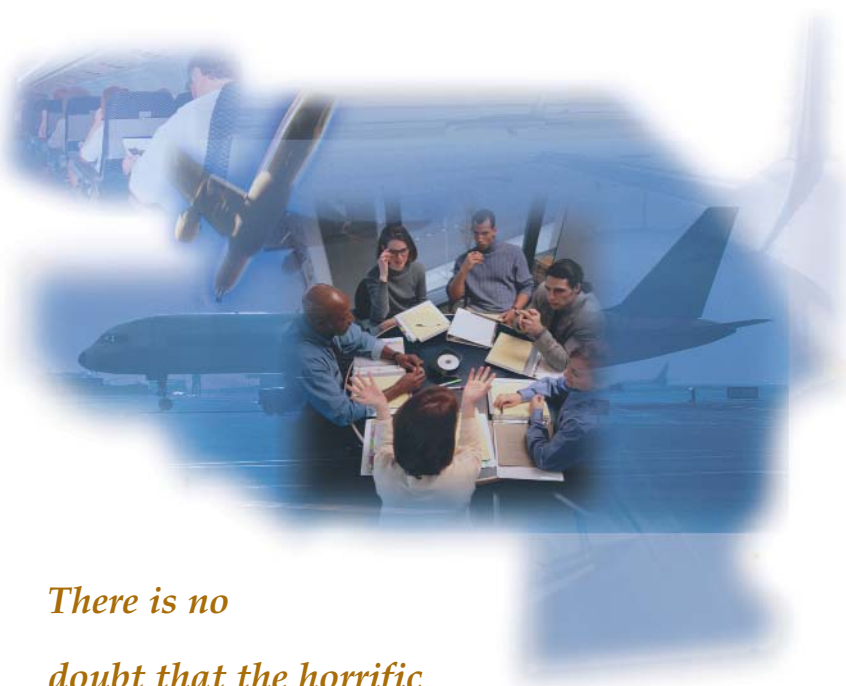
Leadership

Vision

Progress

Leadership, **vision** and **progress** which promote economic growth, personal well-being, and livable communities for all Southern Californians.

THE WILD BLUE YONDER Managing our future Skies



News Briefs

A New Way to Work: On August 21, United States Secretary of Transportation Norman

Mineta spearheaded the Southern California launch of “**ecommut**,” a national pilot program to encourage the development of employer-based telework programs. Accompanied by a contingent of national and local transportation and environmental leaders, Mineta hosted more than 100 prominent members of the business and public sectors who turned out at the event in downtown Los Angeles to learn how they can enroll in the unique program. **Ecommute** is a new national pilot initiative launched earlier this year that provides employers

with incentives to establish employee telework programs, in an effort to reduce traffic congestion and enhance air quality. Participating companies will be provided with new software that will enable them to calculate the reduction in vehicle miles traveled that result from their individual employee telework programs. The companies may eventually be eligible to receive air quality emission credits as a financial incentive for establishing telecommute programs. Employers would also reap the benefits of increased morale, productivity and retention of employees. The local **ecommut** program will be



U.S. Secretary of Transportation Norman Mineta visited Southern California to help SCAG, the South Coast Air Quality Management District and the Southern California Economic Partnership launch **ecommut**, a new national pilot project designed to encourage various forms of telecommuting in cities across the country.

There is no doubt that the horrific events of September 11 have changed the way we think about air travel, among many other things. There is no doubt that the lessons learned about the importance of air security and safety systems have come at a high price, and that we must implement new, more stringent procedures to protect America's passengers and cargo. There is also no doubt that—despite the temporary state of flux in which we currently find ourselves—in the long-run, the demand on Southern California's airports will continue to increase as the region's population grows and our economy remains reliant on international trade, commerce and leisure.

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The Wild Blue Yonder

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A Bird's Eye View

Southern California's regional airport network, one of the largest in the world, is a vital lynchpin of our economic growth and prosperity, and the resulting quality of life we enjoy. However, this system is already strained by the nearly 89 million air passengers and 2.9 million tons of cargo annually that travel through it. Projections that these figures will double and triple, respectively, by 2025 dictate a bleak future if we fail to reevaluate and reconfigure our air network in the immediate term: Air and ground congestion will worsen; air quality will deteriorate, and air travel will

become less safe proposition. Additionally, a significant piece of our economic pie will be lost to other metropolitan areas like San Francisco, Las Vegas, Phoenix and Seattle. If this occurs, up to \$15 billion in economic growth and 72,000 jobs could literally fly out of Southern California in the coming years. Hence, there is no doubt that Southern California must immediately address significant challenges to accommodate future air demand and maintain this crucial element of our infrastructure.

Changing Course

To begin addressing these challenges head-on, SCAG developed and adopted the 2001 Regional Transportation Plan (RTP), a comprehensive blueprint of Southern California's long-term transportation priorities. Among many other issues that affect the region's mobility and prosperity, the plan included the results of the extensive analyses of SCAG's Aviation Task Force, which examined and developed potential long-term solutions to accommodate forecast air travel growth. To achieve this goal, the task force created numerous aviation scenarios and considered several regional factors, including the proposed development of a commercial air facility at the El Toro Marine Air Station in Orange County; the proposed expansion of Los Angeles International Airport; the effect of high-speed rail connections between certain airports; and the extent to which outlying airports in Palmdale, Ontario and the Inland Empire could contribute to a regional airport system. This process included an expansive consensus-building and outreach effort to

obtain input from key stakeholders, such as the state and federal airport authorities and transportation agencies; airlines; air cargo carriers; local elected officials; community members; and business leaders.

The process yielded ten possible scenarios, which were ultimately narrowed to four scenarios that potentially could accommodate the tremendous air passenger and air cargo growth expected to occur in the next 25 years. These four scenarios were evaluated in the 2001 Regional Transportation Plan Environmental Impact Report to determine their viability to maximize regional airport capacity, including consideration of quality of life issues (such as noise and air pollution issues), environmental justice and economic factors.

"It has been clear from the outset that there is more to our airport system than just travel for passengers and cargo," Pisano noted. "The impact upon our regional residents has also been a primary concern, and that is why we worked so hard to examine the alternatives that will mitigate and minimize the effects on their quality of life."

(Continued on page 6)

"The Southern California airport system is a gateway for the world," said Mark Pisano, executive director of SCAG. "It is also a driving force of our economic engine. If we expect to continue the quality of life we enjoy, it is incumbent upon us, as a region, to protect its integrity by planning now for future growth and developing solutions to the challenges created by that growth."

A Vision of Growth for the Region

SCAG Spearheads New Collaborative Effort for Future Planning

It has become increasingly apparent that our region can no longer sustain the approach to growth and development that we have followed over the last several decades. Pollution, congestion and decreased mobility caused by our continued reliance upon automobiles has forced us to rethink how we build our cities and refocus our efforts on ways to increase accessibility. As Southern California enters the 21st century, the promotion of sustainable growth and development patterns will be critical to continuing regional prosperity and an improved quality of life.

"The challenges of future population and employment growth and their effect on traffic congestion, transportation investment choices, air quality and housing needs are significant long-range planning issues," said Mark Pisano, executive director of SCAG. "As such, the region has begun to reevaluate the transportation/land use planning process, with an emphasis on better coordination between the two."

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Program Notes

SCAG Delegation Proposes Joint Efforts with Mexico to Connect Borders, Save Lives

Members of a SCAG delegation met with high-ranking Mexican officials to enlist their support for the Southwest Compact, an effort to develop an integrated trade, transportation and economic development strategy between the metropolitan areas of the southwestern United States and the northern border states of Mexico. The Southwest Compact ultimately envisions a series of new east-west trade routes connecting the Southern California region to Arizona, New Mexico and Texas, as well as with Mexico—the United States' largest trading partner. In 1996, the estimated Gross Domestic Product (GDP) for the U.S. portions of the Southwest Compact region was approximately \$917 billion, roughly 12 percent of the national economy and more than two and one half times the Mexican economy. SCAG forecasts that the GDP for this region will grow by more than \$287 billion over the next 20 years. The Southwest Compact would include specific improvements to Interstates 8 and 10, in addition to upgrades to nearby freight-rail routes and enhanced connections between the region's six major international airports and inter-modal cargo facilities. This unique trade infrastructure proposal received an initial designation by the Federal Highway Administration as a high priority corridor. Efforts are currently underway to reach general agreement among the impacted states and develop a unified strategy for implementing such a compact.

The delegation also briefed Mexican officials about the continuing efforts of SCAG's Project for Immigrant Lives, a program designed to address the ongoing dilemma of immigrant deaths in the deserts of Southeastern California. The Project was initiated in 1998 and has since enlisted the aide of local, national and federal legislators to raise awareness of the issue and develop long-term, inter-agency solutions. Due to importance of resolution to both sides of border, SCAG officials will seek a formal endorsement of the Project's efforts by Dr. Juan Hernandez, a cabinet member of Mexico's Office for Mexican Migrants Abroad—and possibly by Mexican President Vicente Fox as well. President Fox and members of his administra-

tion have also been invited to participate in an upcoming conference in Southern California dealing with immigration, trade and transportation issues. For more information about the Southwest Compact or Project for Immigrant Lives, please call Arnold San Miguel at 909-784-3526.

Taking it to the Streets: Southern California 2001 Rideshare Week

Thousands of drivers pledged to give carpooling or public transportation a try at least one day per week during Southern California Rideshare's annual Rideshare Week (October 1-5, 2001) campaign. Commuters who participated in rideshare as part of the campaign qualified to win prizes, including \$1,000 in free gas, bicycles, transit passes and more. As an additional incentive, Rideshare representa-

tives surprised carpoolers at selected gas stations on Rideshare Thursday, October 4, by picking up the tab for their fill-ups that day. Special events throughout the region also increased awareness about the benefits of carpooling, such as those held at work sites, including Hughes/Raytheon, the Rand Corporation, TRW, MGM Plaza, Sanwa Bank, and at several city and county work sites. Rideshare Week, now in its sixteenth year, is sponsored in the Southern California area by Southern California Rideshare/Southern California Association of Governments, the Los Angeles County Metropolitan Transportation Authority, the

Ventura County Transportation Commission, Metrolink, the South Coast Air Quality Management District, the Southern California Auto Club, and a host of other private and public organizations. Southern California Rideshare offers an interactive cost calculator on its website at www.socalcommute.org that allows commuters to see how much they are paying to commute now, and how much they can save by sharing the ride. For more information about ridesharing options in the Southern California area, call 800-COMMUTE, and choose the "rideshare" option, or visit www.socalcommute.org on the Internet.



SCAG Rideshare representative Robert Lew picked up the cost of a fill-up for some carpoolers during Rideshare Week.

News Briefs

jointly administered by SCAG, the South Coast Air Quality Management District and the Southern California Economic Partnership. In addition to Southern California, **ecommute** pilot programs are being implemented in Denver, the District of Columbia, Houston and Philadelphia. For more information **ecommute**, call 909-396-5757 and ask to speak to an **ecommute** representative, or visit the **ecommute** website at www.the-partnership.org/ecommute.

New 2001 CD-ROM Provides Interactive Access to SCAG: SCAG recently completed the new edition of its state-of-the-art CD-ROM, **SCAG InfoSource 2001**. This interactive reference tool explains in-depth the organization, its scope and specific planning and policy initiatives. Users also have access to a large catalogue of SCAG's numerous reports, analyses and documents regarding the issues that affect Southern California, such as transportation, housing and air quality. Additionally, the CD-ROM plays the agency's 8-minute video, "Keys to the Future," a visually exciting overview of the nation's largest Metropolitan Planning

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Organization (which is also available separately). For more information about SCAG's reference tools, including **SCAG InfoSource 2001** and "Keys to the Future," please contact Barbara Dove at SCAG: 213-236-1861; dove@scag.ca.gov.

On the Horizon: The Socio-Economic Forecast: SCAG will begin development of a revised socio-economic forecast in January 2002. Using the latest techniques and data, including the 2000 Census, the forecast will be used for the next cycle of the Regional Housing Needs Assessment (RHNA) and the upcoming 2004 RTP. Draft forecast numbers are expected to be distributed to city and county planning directors for review next March. Further information on this process and schedule will be included in future editions of **Regional Vision**, through SCAG workshops and other outreach efforts.



The Regional Council

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VENTURA COUNTY TRANSPORTATION COMMISSION: Bill Davis, Simi Valley

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John Cox, Deployment & Partnership
James Gosnell, Planning & Policy
Jim Sims, Information Services
& Rideshare Services
Helene Smookler, Chief Counsel & Director, Communications & Government Affairs



A Vision of Growth (Continued from page 2)

Taking the Lead

Taking the lead in response to these issues, SCAG has created the Growth Visioning Subcommittee to inform, engage and facilitate consensus of a regional “growth vision” — a strategy for addressing the challenging consequences of anticipated growth in the region. Established last July, the subcommittee’s mission is “to develop a process that assists local, subregional and regional officials in developing strategies to accommodate growth that results in a preferred regional growth scenario.” In other words, finding the best strategy to accommodate the nearly six million new people who will live in the SCAG region over the next 25 years. This growth will require thousands of local decisions about where to site housing, employment, schools and shopping; which roads and public transit to maintain and enhance; and how to preserve the natural beauty that has attracted the 17 million people who now call Southern California home.



“By agreeing to make growth and development decisions within the framework of an agreed upon growth vision, the region will be taking a critical step toward sustainability,” Pisano said.

Presently, the subcommittee is comprised of 15 elected officials from throughout the region and three non-elected members (two SCAG subregional coordinators and one member of the Regional Advisory Council). However, anyone is invited to participate in the meetings. The program anticipates undertaking a significant outreach effort during the coming months to include input from business and civic leaders, educators, environmental groups, community groups and any other interested citizens.

“Visioning” refers to a tool that is gaining rapidly in the process of rethinking how the future might be shaped. It involves depicting more desirable future conditions and stimulating change that can come closer to that future image—typically drawing upon "smart growth" strategies and techniques to the extent that they can be applied. “Livable cities,” “sustainable communities” and “smart growth,” are short-hand labels for a whole set of ideas about how our communities can become better places and how growth issues can be resolved more effectively.

Creating New Ideals

Since its inception, the Growth Visioning Subcommittee has developed a set of “Regional Growth Principles,” that provide a framework for local and regional decision making that improves the quality of life for all SCAG residents. Each principle is listed below and includes a specific set of strategies intended to achieve this goal.

- Principle 1** Improve Mobility for All Residents
- Principle 2** Foster Livability in All Communities
- Principle 3** Enable Prosperity for All Citizens
- Principle 4** Promote Sustainability for Future Generations

How these principles are applied will differ by community. Each city and subregion has its own character and context, which will require elected officials and planners to define programs tailored to their communities.



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Subregional Highlights

SOUTH BAY CITIES COG HELPS COMMUTERS PLAN AHEAD WITH INNOVATIVE TRAFFIC INFORMATION SYSTEM

The South Bay Cities Council of Governments (SBCCOG) is helping to keep traffic flowing—and blood pressures lowering—with its new Traffic Alert System (TAS). This state-of-the-art information system provides online, graphic-based data about current and planned capital improvement projects, construction activity and special events that may impede traffic flow in the 16 cities of the South Bay. Although the system is not intended to be used in “real time,” it does allow users to plan ahead and avoid traffic delays—and provides the added bonuses of reducing congestion and air pollution. Residents and businesses, including fleet operators, can access the information wherever there is a computer and Internet connection.

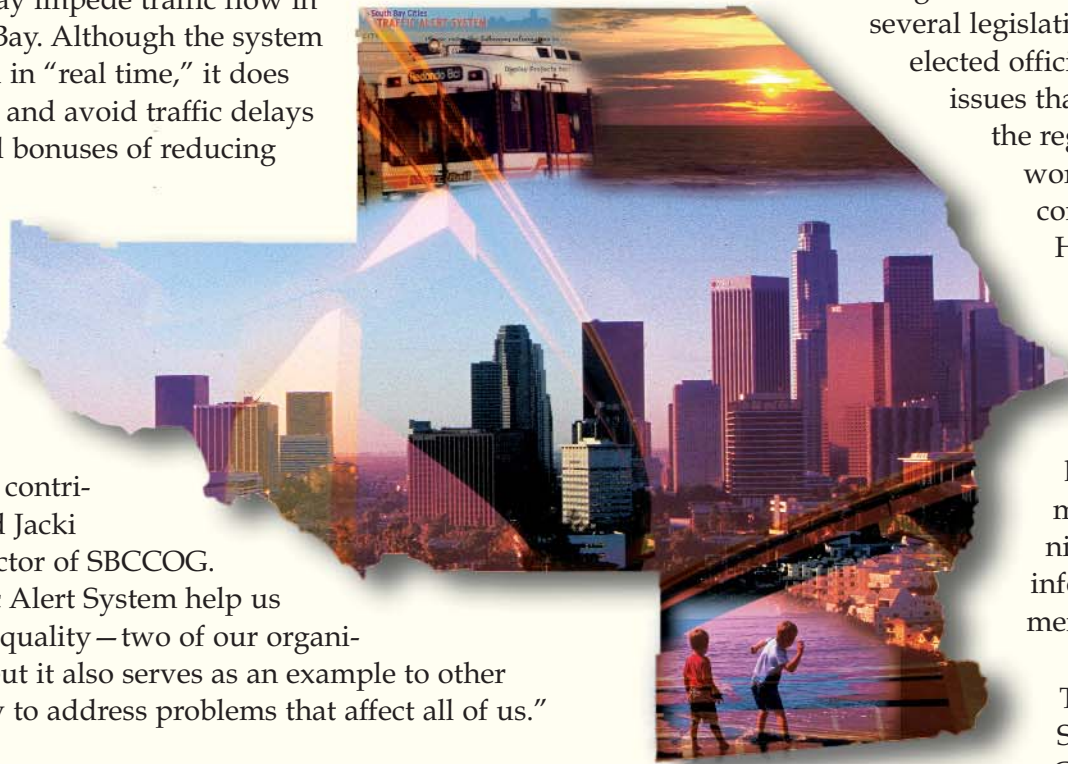
“We’re very proud of this contribution to the region,” said Jacki Bacharach, executive director of SBCCOG. “Not only does the Traffic Alert System help us improve mobility and air quality—two of our organization’s primary goals—but it also serves as an example to other cities and agencies in how to address problems that affect all of us.”

The benefits of TAS were recently recognized by the Environmental Systems Research Institute (ESRI) this summer, when it awarded fifth place honors to SBCCOG in the agency’s 2001 Geography Network Challenge contest that attracted more than 80 entrants. With the help of SCAG funding, Berkeley-based GIS Planning, Inc. developed the system for SBCCOG last fall. The City of Carson

hosts the map and web server. The COG’s G.I.S. Working Group has conducted TAS training for each of the South Bay Cities, and is currently demonstrating the system for residents and businesses throughout the region.

The SBCCOG has also accomplished several other primary objectives in the areas of member outreach, livable communities and intergovernmental relations. Among other activities, the organization sponsored training sessions for councilmembers and city staff on transportation funding, Intelligent Transportation Systems, and housing element regulations; and also sponsored several legislative forums with local and state elected officials to discuss important policy issues that affect its member cities and the region as a whole. The SBCCOG worked closely with SCAG in connection with the Regional Housing Needs Assessment (RHNA) process and the development of the Regional Transportation Plan (RTP); and is working to create linkages with libraries to make available materials about livable communities initiatives through local information centers and enhancements to the SBCCOG website.

To learn more about the South Bay Cities Council of Governments’ activities, please contact SBCCOG Executive Director Jacki Bacharach at jackibach@home.com. To access the Traffic Alert System, visit the South Bay Cities Council of Governments home page at www.southbaycities.org.



SCAG HOSTS FIFTH ANNUAL REGIONAL ECONOMIC FORECAST CONFERENCE

Speakers, Panels Discuss Economic Outlook in Post-Sept. 11 Era

Economic experts from California State University, Long Beach (CSULB) and California State University, Fullerton (CSUF) presented a cautious outlook for slowed economic growth in the Southern California region during 2002 and 2003 at SCAG’s Fifth Annual Regional Economic Forecast Conference on November 16. The yearly conference is the only event of its kind that offers predictions that are exclusively devoted to the short-term economic outlook for the six-county Southern California region as a whole.

This year’s event drew nearly 200 participants to the Huntington Library in San Marino, including local elected officials and staff, private sector executives and academics. The event featured a special series of presentations and panel discussions that examined how the consequences of the September 11th terrorist attacks may impact different aspects of our regional economy in the short-term.

“The entire nation has been deeply touched in many ways by the September 11th attacks, and the ongoing ramifications have been

felt far and wide, including here in Southern California,” said Mark Pisano, executive director of SCAG. “With Southern California’s tremendous reliance on travel, tourism and trade as a key part of the regional economy, it is inevitable that our region will endure some significant economic impact, at least in the short-term.”

However, the future is not as bleak as some might believe. Dr. Lisa Grobar of CSULB noted that while an economic downturn will undoubtedly impact Southern California, the region’s economy seems to be in a better position to withstand short-term national recessionary trends than it was during the recession of the 1990s. The region’s job growth, which has been running at approximately three percent over the last four years, is projected to slow to just above one percent over the next two years. Service-sector employment, a mainstay of the regional economy, will continue to grow at the rate of approximately two percent over the next two years, down slightly from the three percent growth rate of the last four years. Although durable goods manufacturing continues to show

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The Wild Blue Yonder (Continued from page 2)

Smoother Landings

In Spring 2001, after nearly three years of focused consideration, including extensive public outreach and input, technical analysis and policy debate, SCAG adopted a decentralized airport strategy that minimizes community impact, allocates future demand to airports throughout Southern California in a more efficient, equitable manner, and provides for a viable system that will help sustain our overall quality of life now and in the future.

The SCAG airport strategy recommends restricting Los Angeles International Airport to its existing physical capacity of 78 million air passengers (MAP) per year, but also calls on other airports, most particularly Ontario International Airport and the proposed commercial airport at El Toro, to take on a more significant share of the region’s air traffic load. Specifically, the plan calls for both El Toro and Ontario to accommodate up to 30 MAP in the next 25 years, with other members of the regional system playing their part, such as increased usage at the Palmdale Airport, the Burbank-Glendale-Pasadena Airport, San Bernardino International Airport and March Global Port.



“By thinking and acting collaboratively as a region, we can successfully develop an airport system that ensures a safe travel environment, reduces air traffic and ground congestion, and helps to solidify our economic future,” Pisano said.

Taking Flight

The decentralized plan allows for an equitable distribution of aviation services where forecast population growth, business concentrations and aviation demand are highest. The plan can only be accomplished through the cooperation and combined efforts of local elected officials, community leaders and concerned citizens working together to understand and realize a regional vision that will secure our continued prosperity and quality of life through the 21st Century.

For more information about SCAG’s regional aviation strategy, please contact Rich Macias at SCAG: 213-236-1805; macias@scag.ca.gov.

A Vision of Growth (Continued from page 4)

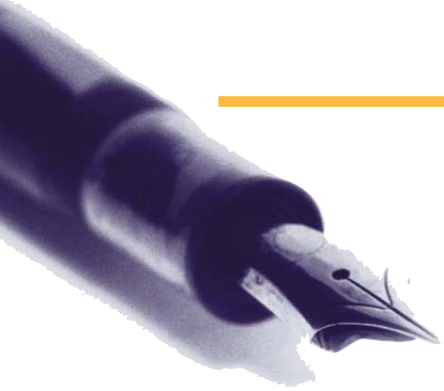
“The strategy we’re developing of mutually supportive actions will have a greater impact than each action working separately,” Pisano noted, “with the individual subregional visioning efforts helping to create the regional vision.”

On the Horizon

The first cycle of the process is targeted for completion in time to serve as a foundation for the forthcoming 2004 Regional Transportation Plan (RTP) and the next cycle of the Regional Housing Needs Assessment (RHNA). It is also intended to serve as an update to the “Growth” chapter of the Regional Comprehensive Plan & Guide. In the interim, the short-term goal is to provide a policy framework for the growth forecast that will be the basis of those initiatives. However, the intent of the program is that an agreed-

upon regional vision will do more than serve as a basis for these increasingly challenging regional procedures. Its intent is to lead to a broader understanding of the long-term consequences of our regional growth dynamics and identify common ground regarding how an improved quality of life for the people of this region can be achieved as that growth occurs.

For more information about SCAG’s Growth Visioning for Sustaining a Livable Region Subcommittee, please contact Mark Butala: 213-236-1945; email, butala@scag.ca.gov. Or visit SCAG’s website at www.scag.ca.gov.



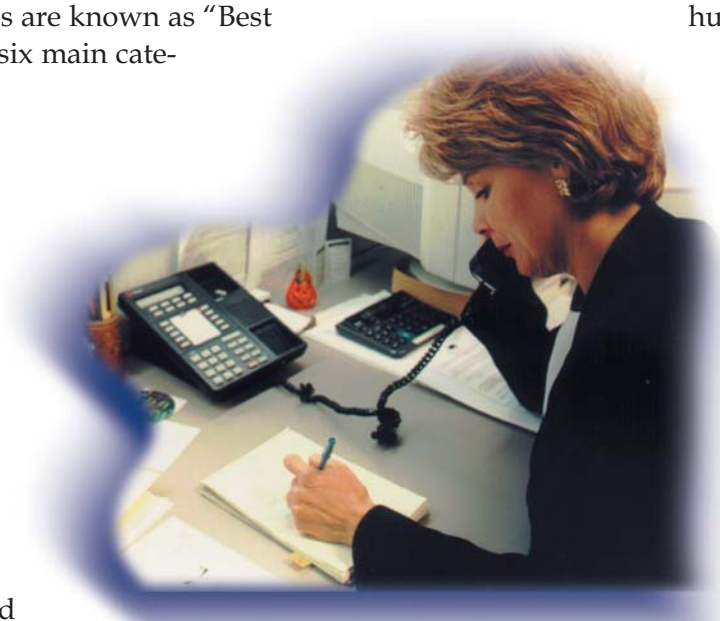
BEST FOOT FORWARD

SCAG FINALIZES IMPLEMENTATION OF *Best Practices* POLICIES

During the past two years, SCAG has been engaged in a series of ongoing activities to examine and update internal management, financial and accounting procedures to maximize and streamline its operations, allowing the agency to provide improved service to the region. These activities are known as “Best Practices,” and can be divided into six main categories:

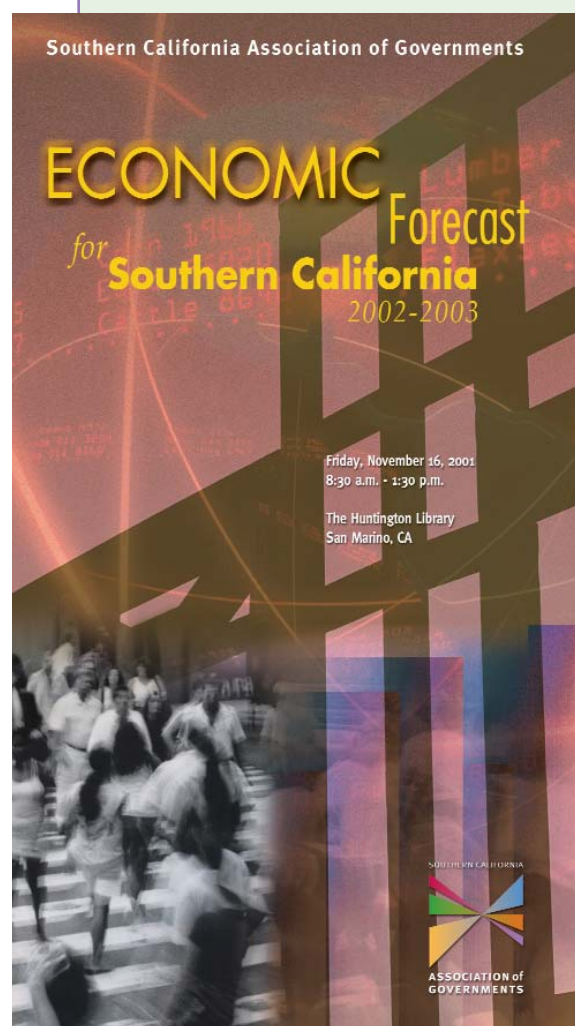
- ▲ information systems
- ▲ personnel
- ▲ contract administration
- ▲ internal communications
- ▲ the budget process
- ▲ accounting

The agency engaged the help of a large group of diverse individuals to review its internal procedures and develop long-term solutions to challenges identified in these six areas. This extensive process included participation from more than 100 individuals, including staff members and representatives of city, county, subregional, state and federal agencies.



SCAG has now completed a significant number of the activities recommended by the Best Practices task forces that will help ensure maximum efficiency of its operations, including the appointment of a new chief financial officer and human resources manager; the development and implementation of a new state-of-the-art contracting system that provides valuable information both internally and externally; and improvements in internal communications, budgeting and accounting processes. Approximately 90 percent of the overall recommendations have been implemented, and SCAG is in the process of completing the remaining recommendations in the personnel area, including training for general and managerial staff and recruitment of an internal auditor. Once all recommendations are implemented, the agency will continue to monitor its progress and examine its performance against industry standards. For more information about SCAG’s Best Practices Policies, please contact Bert Becker, SCAG’s chief financial officer: 213-236-1960; becker@scag.ca.gov.

ECONOMIC FORECAST CONFERENCE (continued from page 5)



job losses, with no turnaround expected until 2004, the region will benefit from an anticipated increase in federal expenditures on defense and security-related investments.

Additionally, according to Dr. Anil Puri, dean of CSUF’s College of Business and Economics, while the national economy rapidly descended into a significant slowdown earlier this year, Southern California’s economy had been relatively healthy prior to September 11th, thanks largely to economic momentum built up during 2000.

On the less optimistic side, however, there has already been an adverse impact in the travel and tourism industry from the events of September 11th, and the construction and

retail sectors slowed significantly in 2000 (growing at about one-third their pace). Barring similar events of this magnitude, it is believed that the tourism industry will recover somewhat in the near term, but a full recovery could take six to twelve months.

The CSUF forecast, like its Long Beach counterpart, also examined the outlook for individual counties within Southern California. Those forecasts predict total payroll employment in Los Angeles County to increase by 0.7% in 2001; and a decline in Orange County employment growth to 2.3% in 2001 and 1.6% in 2002; with Riverside and San Bernardino counties experiencing the sharpest slowdown in payroll job growth, dropping from 5.6% in 2000 to 2.4% in 2001 and 2.3% in 2002. The biggest setbacks are expected in construction, wholesale and retail sectors. The Inland Empire’s unemployment rate—expected to reach a 20-year low of 4.9% in 2001—is projected to jump back up to 6.1% in 2002 before stabilizing in the 5.7–5.9% range. Additionally, employment growth in Ventura County will drop from 4% in 2000 to 1.4% and 1.6% in 2001 and 2002, respectively.

Nationally, both forecasts show a slowing of the U.S. economy but with a continuance of moderate growth and low interest rates.

For more information about SCAG’s 2001 Regional Economic Forecast Conference, or to obtain a copy of the report, please contact Linda Jones at SCAG: 213-236-1912; email: jonesl@scag.ca.gov.

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For further information about SCAG's activities or any upcoming meetings, please visit the SCAG website at www.scag.ca.gov.

Calendar

7 Administration Committee
8:30 am; Community, Economic & Human Development Committee
10:00 am; Energy & Environment Committee
10:00 am; Transportation & Communications Committee
10:00 am; **Regional Council Noon**

18 Presidents' Day

21 High-Speed Rail (MAGLEV) Task Force 9:30 am, Contact: Barry Samsten 213-236-1918

22 Solid Waste Task Force
10:00 am

28 Growth Visioning Subcommittee
10:00 am, Contact: Mark Butala
213-236-1945

3 Administration Committee
8:30 am; Community, Economic & Human Development Committee
10:00 am; Energy & Environment Committee
10:00 am; Transportation & Communications Committee
10:00 am; Growth Visioning Task Force Noon

4 Transportation Conformity Working Group 10:00 am, Contact: Charles Keynejad 213-236-1915

24 Growth Visioning Subcommittee
10:00 am, Contact: Mark Butala
213-236-1945; High-Speed Rail (MAGLEV) Task Force 9:30 am, Contact: Barry Samsten
213-236-1918

4-8 National League of Cities Conference, Atlanta

7 Transportation Conformity Working Group 10:00 am, Contact: Charles Keynejad 213-236-1915

11 Regional Housing Summit
10:00 am — 2:00 pm, Wilshire Grand Hotel, Contact: Jacob Lieb
213-236-1921

13 Administration Committee
8:30 am; Community, Economic & Human Development Committee
10:00 am; Energy & Environment Committee
10:00 am; Transportation & Communications Committee
10:00 am; **Regional Council Noon**

18-20 League of California Cities Conference, Sacramento

20 High-Speed Rail (MAGLEV) Task Force 9:30 am, Contact: Barry Samsten 213-236-1918

Happy Holidays

*Locations vary

All meetings will be held at the SCAG offices except where noted differently. Some meeting dates and times are subject to change. For further information about meetings, please call 213-236-1800.

Send your comments or story suggestions to: jeff@cerrell.com, or call Jeff Lustgarten at 323-466-3445.

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December

January

February